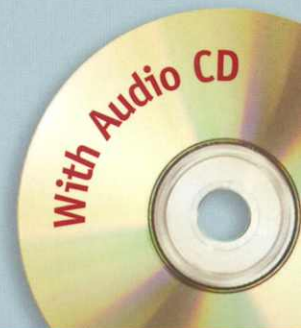




Intelligent Business

Workbook

Upper Intermediate
Business English



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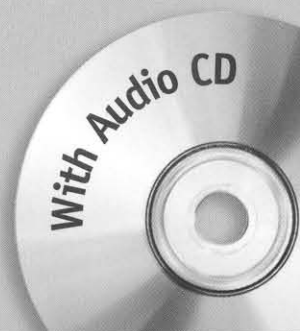
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Pearson Education Limited
Edinburgh Gate
Harlow
Essex CM20 2JE
England
and Associated Companies throughout the world.

www.intelligent-business.org

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First published 2006
Second impression 2007

Intelligent Business Upper Intermediate Workbook for pack
ISBN: 978-0-582-84685-2

Intelligent Business Upper Intermediate Workbook Audio CD for pack
ISBN: 978-0-582-84059-1

Intelligent Business Upper Intermediate Workbook and CD pack
ISBN: 978-0-582-84699-9

Set in Economist Roman 10.5 /12.5

Printed in Spain by Graficas Estella

Acknowledgements

The author would like to thank the editor, Gill Stacey.

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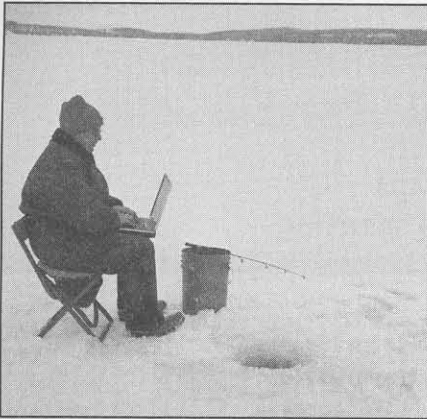
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The cover photographs have been kindly supplied by Still Pictures (left), Honda (centre) and Corbis (right).

Picture Researcher: Liz Moore

Illustrated by Kathy Baxendale, John Bradley and Phil Garner (Beehive)

Designed by Cathy May/Endangered Species



Technology

A more accessible internet

Broadband is dramatically changing the way we use the internet. Now, wireless internet access is playing an increasing role in the way we use computers. Wi-Fi technology allows us to surf the net without wires through a small base station. What sort of developments might we see in the future, and how soon will they arrive?
Page 21.



Energy

Sustainable design and technology

The efficient use and production of energy is more important today than ever before. Large buildings such as office blocks take a lot of energy to run, but much is wasted through inefficient design. The proponents of 'green architecture' aim to reduce energy consumption and its environmental impact, while creating a more pleasant working environment. What other benefits can it have?
Page 43.

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		90	Answer key

Unit 1

Alliances



Vocabulary: **Alliances**
 Language: **Review of tenses**
 Career skills: **Building relationships**
 Writing: **Email agreeing to a meeting**

Vocabulary

1 Use the clues to find the words in the puzzle.

- 1 goals
- 2 to weaken
- 3 a conflict
- 4 having business in many countries
- 5 bringing together
- 6 sensible, wise
- 7 takeover of another company
- 8 company with a diverse portfolio of businesses

1						T	A	R	G	E	T	S				
2							L									
3							L									
4							I									
5							A									
6							N									
7							C									
8							E									

2 Complete the sentences with *on*, *over*, *in*, *up*, *out* or *down*.

- 1 The company has seen an improvement in market share.
- 2 BusTec and SweFact have decided to co-operate on a major project.
- 3 It was a mistake to invest in Silco shares.
- 4 The CEO announced that the company would be taken over by Kids2grow.
- 5 I think we should concentrate on our core competences.
- 6 It's important that we don't give up control of the business.
- 7 The type of kitchen equipment Resolve produces is going out of fashion.
- 8 Can we really afford to turn down their offer?
- 9 Without new investment, the company is likely to go down of business.
- 10 The economy is slowing down – we can't afford to take risks right now.

3 Complete the table below.

	verb	noun
1	integrate	<i>integration</i>
2		bid
3	partner	
4		acquisition
5	consolidate	
6		achievement
7	merge	
8		success

Reading Read the article about drug firm takeovers. Then choose the best sentence below to fill each of the gaps.

- a There are few synergies between the two sorts of drug manufacture.
- b Companies need to be big enough to dominate distribution channels to wholesalers.
- c Generic drug sales totalled \$30 billion last year in the eight biggest markets.
- d But not everyone is happy.
- e The acquisition will make Sandoz the world's largest generic drugmaker.

The Economist

Business

Combination therapy

Novartis buys two generic drugmakers

Novartis, a Swiss drug giant, has announced its purchase of Hexal, a German generics firm, and a sister company in America, Eon Labs, for a combined cost of \$8.3 billion.

Novartis already has a generic drug division, called Sandoz, which struggled last year to sell \$3 billion-worth of drugs, roughly one-third more than Hexal and Eon Labs combined. ¹_____ It will also give it a stronghold in Germany, the world's second-largest generics market. ²_____ They are likely to grow by a healthy 10% a year until

2009, says IMS Health, a data and consultancy firm, as public and private buyers in Europe and America look for ways to cut their drugs bill.

Only a few years ago big drug firms, which had bought generics companies in the hope of making easy money, were busy trying to off-load them. ³_____ Generic drug-making is "a gloves-off business compared to the gentlemanly boxing match which is Big Pharma," says Neal Hansen of Datamonitor, a research firm. In generics, success depends on being cheap enough to keep manufacturing and other costs

down. ⁴_____ They also have to be fast enough to move in and out of markets as opportunity ebbs and flows. Staying ahead of the competition is a further challenge.

Novartis may make Sandoz big and broad enough to do that, at least for now. ⁵_____ Health activists, concerned about rising drug prices and restricted access to medicines, are already grumbling about the incursion of the big drug firms into the plucky underdog business of generics.

1 Before you listen to a business radio programme about Unilever, make notes on what you know about the company's area of business, its competitors and the problems it faces.

2 Now listen and complete the notes below.

Unilever

Unilever is an Anglo-Dutch (1) ... multinational

It is a large (2) retailer.

Patrick Cescau is to become the company's (3)

Antony Burgmans will become the non-executive (4)

There are two possible (5) targets -

Colgate-Palmolive and Reckitt Benckiser.

Unilever's debts are (6) \$... b.

Last year sales fell by (7) ... %

It has lowered its (8) targets.

The company has some problems, for instance, not enough (9)

3 Check that you understand the following words and phrases about mergers and acquisitions. Then listen again. Tick those used in the listening.

multinational resources stockmarket rival deal partnership
competitiveness profits takeover targets debts integration
budget market share strategic shareholder

Language check

1 Look at these sentences. Some are correct. Identify the correct sentences and find and correct the mistakes.

- never borrow*
- 1 We ~~are never borrowing~~ money at such high rates of interest.
 - 2 He arrived late for the meeting because he had forgotten the time.
 - 3 My colleague seems optimistic about the proposed takeover, although the company's shares have fallen.
 - 4 The organisation certainly didn't expected as many culture clashes.
 - 5 By the end of tomorrow we'll definitely signed a deal.
 - 6 The CEO's taking a back seat at the moment.
 - 7 When have you heard from our rivals? Yesterday?
 - 8 It was several weeks since I met our partners.



2 Read the conversation extracts and complete the gaps with phrases for building relationships.

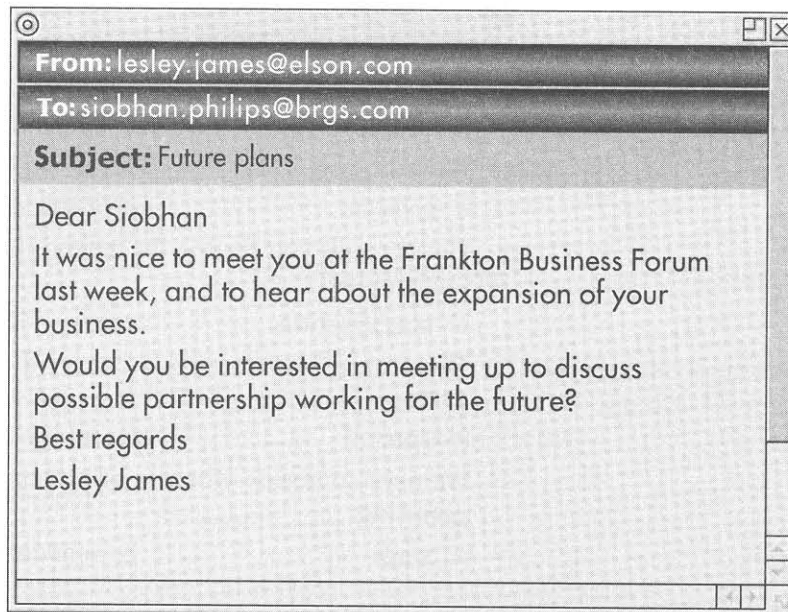
- 1 A: I don't think we've met. I'm Sylvia Jacobs. We've spoken on the phone a few times.
B: Oh yes, of course. Hello!
- 2 A: _____ card.
B: Thank you. I'll definitely be in touch.
- 3 A: So, who do you work for?
B: Paul and Moger. We _____.
- 4 A: Flately's is about to expand operations into China.
B: How interesting! I'd love _____.
- 5 A: _____ meeting? Would Tuesday at 10 suit you?
B: That'd be just fine.
- 6 A: _____ the main speaker?
B: I found him really inspiring, actually.
- 7 A: _____ you?
B: I'd like some information about your Scandinavian furniture, please.

Writing

Read the email about a possible meeting. Write an email in reply:

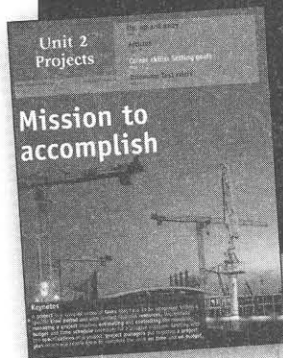
- thanking Lesley for her email
- expressing interest in meeting
- saying what you would like to discuss
- giving a possible time and date to meet.

Then compare your answer with the suggested answer on page 90.



Unit 2

Projects



Vocabulary: **Projects**
Grammar: **Articles**
Career skills: **Setting goals**
Writing: **Cover letter for a job application**

Vocabulary

1 Match each of the following nouns with one set of verbs.

- a project a problem a solution resources a plan equipment
- | | | | | | |
|---|---|-----------------------------|---|--|-----------------------------|
| 1 | complete
deliver
run
manage | <u> a project </u> | 4 | find
implement
propose
adopt | <u> </u> |
| 2 | estimate
control
allocate
identify | <u> </u> | 5 | test
deliver
purchase
install | <u> </u> |
| 3 | deal with
tackle
handle
solve | <u> </u> | 6 | prepare
come up with
put together
carry out | <u> </u> |

2 Complete the sentences with the correct options a-c.

- 1 The CEO has decided to c production of the XR20 model to India.
a initiate b executive c outsource
- 2 We're hoping to be a multi-million-pound contract shortly.
a selected b awarded c obtained
- 3 Please could you fax me the agreed technical for the Salford Cycle model.
a specification b standardisation c subcontractor
- 4 The project has overrun and we've therefore had to up the costs.
a spin b bump c cater
- 5 We need to decide when to bring Jenny in on the project. Perhaps at the planning ?
a stage b schedule c status

3 Complete the table below.

	verb	noun
1	construct	<i>construction</i>
2		production
3	supply	
4	install	
5		review
6		allocation

Language check **1** Complete the email with *a/an, the* or no article at all.

From: atul.menyani@beestons.com
To: mandy.ellis@beestons.com
Subject: Next week

Atul

Thanks for agreeing to look after my project while I am on ¹ *(no article)* holiday next week. As I said when we spoke ² _____ last week, the project really needs to be launched by ³ _____ end of June at ⁴ _____ latest. It currently looks as if we should complete all the work on time and within ⁵ _____ budget, so you shouldn't have too many problems while I'm in ⁶ _____ Netherlands. If you do need ⁷ _____ help though, just give Carl a call on 039 48395. He's ⁸ _____ main engineer on the project and has been working on it from ⁹ _____ start – if anyone will know what to do, it'll be him!

There are ¹⁰ _____ few things you could do for me, if you don't mind. Firstly, would you mind sending ¹¹ _____ email to Frank Smith (his details are on my desk) to see how ¹² _____ marketing team are getting on with our publicity leaflets, etc. Also, there's ¹³ _____ report on my desk which needs to be copied and given to Maxine, ¹⁴ _____ Production Director's PA. Do you think you could also write ¹⁵ _____ letter to ¹⁶ _____ company organising the PR for ¹⁷ _____ project, asking for ¹⁸ _____ copies of all the press releases they have sent out.

Finally, I'm expecting ¹⁹ _____ supplier from ²⁰ _____ CTR Communications to phone to arrange ²¹ _____ meeting. I think the 22nd will be ²² _____ best day for me. If he can manage that too, could you book ²³ _____ boardroom for us?

Thanks again for all your help.

Mandy



2 Put the words in the correct order to make useful phrases for setting goals.

- 1 the / what / project / schedule / the / is / for?
What is the schedule for the project?
- 2 do / need / to / when / I / the / get / information / you / to?
- 3 think / do / July / is / feasible / you?
- 4 the / of / in / you / need / will / way / what / resources?
- 5 we / should / think / aim / I / to / complete / work / Tuesday / by / the.
- 6 reasonable / that / does / sound / you / to?
- 7 exactly / what / is / involved?
- 8 much / you / for / how / are / budgeting?

Listening 2  T3

1 Listen to two colleagues discussing a project and answer the questions.

- 1 What are the project team developing?
A new office workstation that staff control from the touch of a button.
- 2 What advantages will the new workstation have?
- 3 When will it be launched?
- 4 When will the press release be sent to the media?

2 Listen again. What phrases for setting goals used in Language Check 2 do the speakers use?

3 Read the audioscript on page 79 and check your answers.

Writing

You see the job advertisement below in a national newspaper and decide to apply for it. Write a cover letter to send with your CV.

Then compare your answer with the suggested answer on page 90.

PROJECT MANAGER

- Are you good at problem-solving?
- Do you have experience of completing complex projects to time and within budget?

Build-2-Go is a well-respected construction company with 750 staff throughout the country. We are currently looking for a well-organised and dynamic project manager to be based in our Luton office. The successful candidate will have experience in managing people and resources, and good communication skills.

For a full job description, visit www.B2G.com
To apply, send your CV and cover letter to Myra.Watson@B2G.com

Reading

1 Complete the article about software projects with the following words.

negligence glitch system programs budget
delays launch plan schedule

2 Read the article again. Are the statements true or false?

- 1 There were five serious air crashes in September. *false*
- 2 The air-traffic control system had problems with their computer program.
- 3 A report suggested that the majority of software projects take longer than expected.
- 4 The writer blames computer programmers and their managers for projects failing.
- 5 Longhorn is an example of a project that went according to plan.

The Economist

Business

Managing complexity

Software projects fail to deliver



On September 14th, the radios in an air-traffic control centre in Palmdale, California shut down, grounding hundreds of flights in southern California and Nevada, and leading to five mid-air encounters between aircraft unable to talk to the ground controllers. Disaster was averted because aircraft managed to communicate with more distant back-up facilities. But why did Palmdale's radios fail?

A ¹ glitch in the software running the system meant the computers had to be re-booted every

30 days, and somebody forgot to do so. But software running a mission-critical ² _____ should not have to be restarted every month. The culprit: poor design and no contingency ³ _____.

As software has become more and more pervasive in business and government, and more complicated, the impact of poor software design has been steadily growing. A study earlier this year by the Standish Group, a technology consultancy, estimated that 30% of all software projects are cancelled, nearly half

come in over ⁴ _____, 60% are considered failures by the organisations that initiated them, and nine out of ten come in late.

A 2002 study by America's National Institute of Standards (NIST), a government research body, found that software errors cost the American economy \$59.5 billion annually. Worldwide, it would be safe to multiply this figure by a factor of two. So who is to blame for such ⁵ _____?

Delays are common in numerous industries – few large infrastructure projects, for instance, are completed either on time or within budget. But it is peculiar to software that billions of dollars and other resources can be used only for nothing useful to result.

At a very basic level, it is the fault of the software engineers who are writing the ⁶ _____, and of their bosses. Even companies that specialise in software development suffer from ⁷ _____ and being behind ⁸ _____. An obvious example is Microsoft: its "Longhorn", the long-heralded successor to its Windows XP operating system, was originally scheduled for ⁹ _____ this year. Longhorn is now not expected before mid-2006, and many of its key features have been put off until 2007.

Unit 3

Teamworking



Vocabulary: **Teamworking**
Language: **Modal forms**
Career skills: **Team building**
Writing: **Email requesting information**

Vocabulary

1 Complete the tips for effective meetings with the following verbs.

monitor ensure involve establish choose
keep assign create plan ask

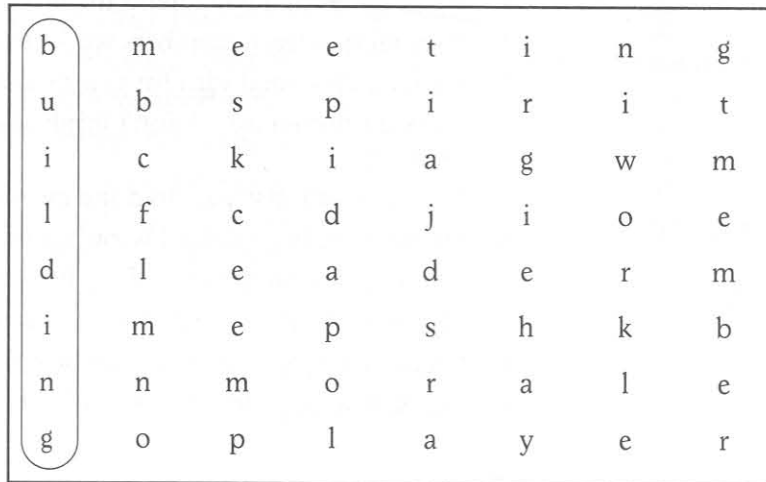
Tips for effective meetings

- 1 Choose a suitable location for the meeting.
- 2 _____ the agenda carefully.
- 3 _____ clear ground rules.
- 4 _____ a relaxed, open atmosphere.
- 5 _____ progress regularly during the meeting.
- 6 _____ everyone focused.
- 7 _____ someone to take the minutes.
- 8 _____ there are plenty of breaks.
- 9 _____ all relevant staff in the decision-making process.
- 10 _____ clear tasks for people at the end.

2 Which word is the odd one out in each set?

- | | | | | |
|---|---------------|---------------|--------------|---------------|
| 1 | a achieve | b accomplish | c reach | d <u>fail</u> |
| 2 | a proposal | b aim | c target | d objective |
| 3 | a pessimism | b criticism | c scepticism | d enthusiasm |
| 4 | a efficient | b concise | c precise | d tedious |
| 5 | a co-operate | b collaborate | c collate | d communicate |
| 6 | a chairperson | b facilitator | c mission | d participant |

3 How many nouns related to teams can you find in the word search?



Writing

Read the advert and then write an email (60–80 words) to Simon at Take Part:

- saying where and when you saw their advert
- requesting a brochure
- stating the activities you are particularly interested in.

Then compare your answer with the suggested answer on page 90.

Looking for team-building events with a difference?

Look no further!

TAKE PART can offer you and your colleagues a whole range of tailor-made sporting activities:

- windsurfing
- bungee-jumping
- mountaineering
- white-water rafting
- orienteering
- cycling
- yachting
- golfing ... and many more!

Email Simon Hunt on take-part@deft.com for a brochure.

Don't forget to tell us where you saw this ad!

